



America's Premier Competitive Power Company  
... Creating Power for a Sustainable Future

# **“Looking Forward at Our Assets”**

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**Calpine Maximo Team**

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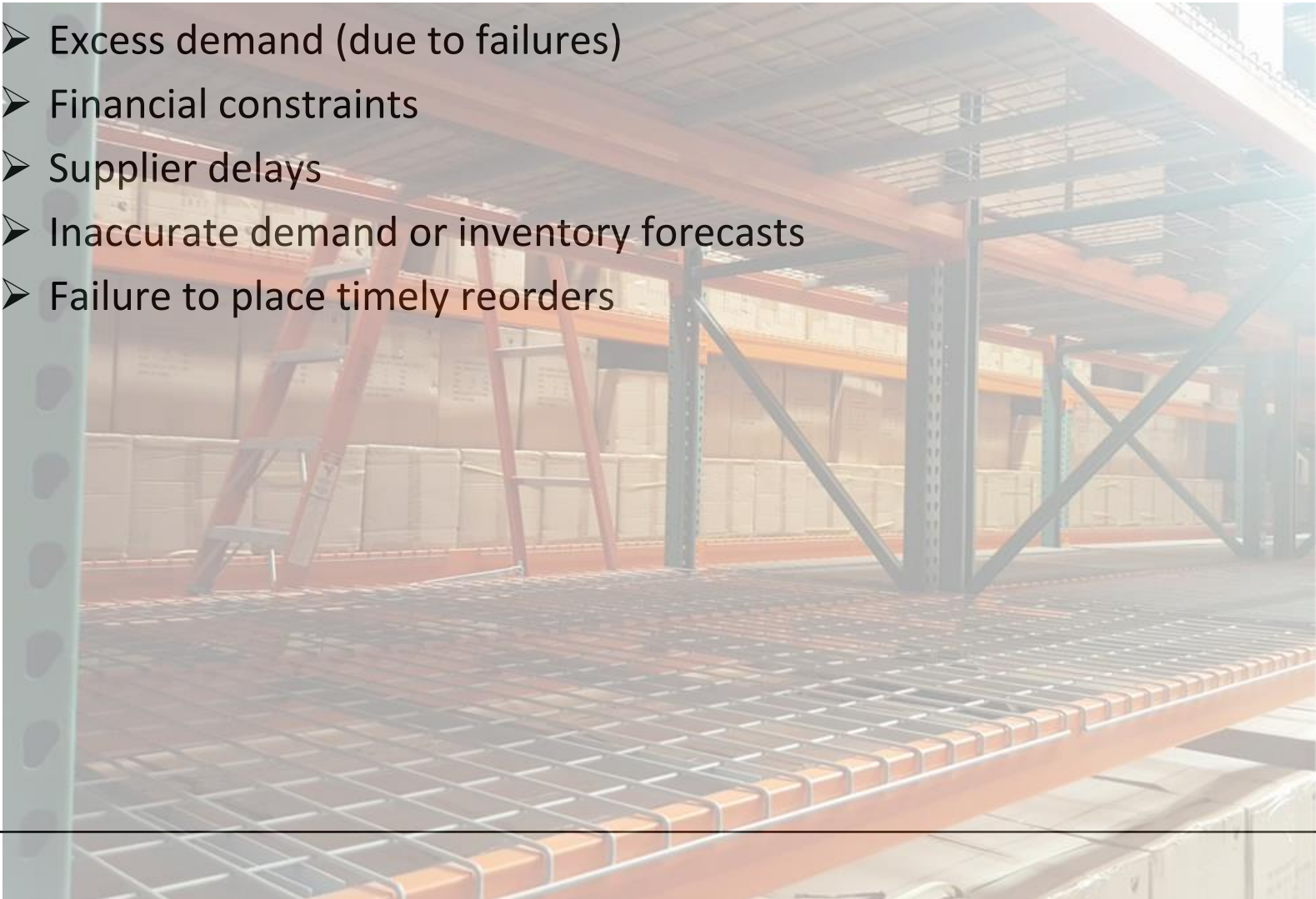
- Using safety stock for preparedness, visibility, and budgeting
- Risk matrix on work orders
- Intracompany (site-to-site) inventory transfers
- Creating a MOC or TAP record from a WO
- Automating account deactivations
- Simplification of workflow reassignments and empowering users
- Capsheet overview, preferred items & refresh
- WO Work List – enabling mass editing

# Using Safety Stock for preparedness, visibility & budgeting

# Safety Stock - Defined

## Two kinds of Inventory Stock

- Cycle stock, the inventory that is expected to be consumed within a given period
- Safety stock, a buffer amount that accounts for uncertainties such as:
  - Excess demand (due to failures)
  - Financial constraints
  - Supplier delays
  - Inaccurate demand or inventory forecasts
  - Failure to place timely reorders





**REWORK  
REQUIRED**

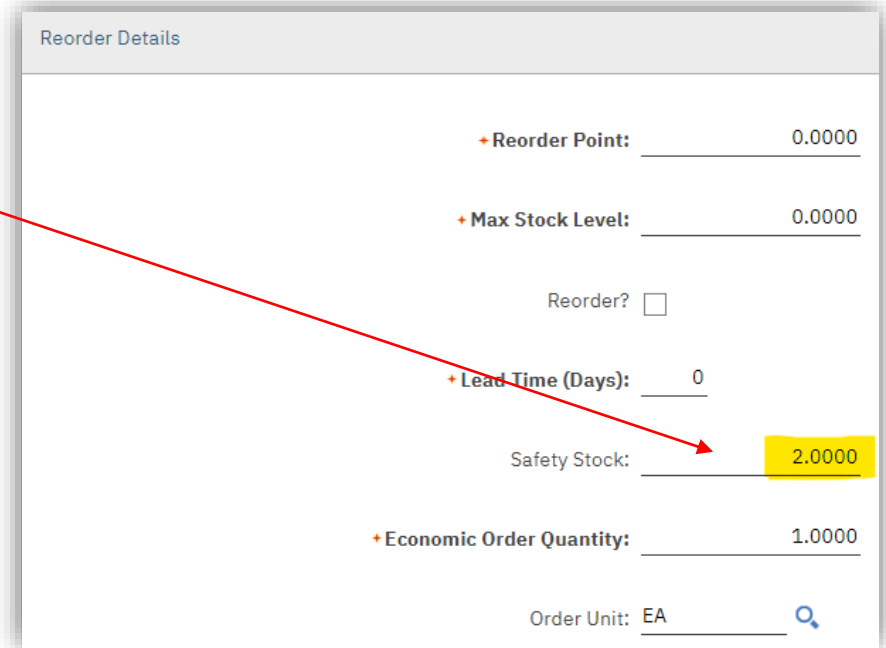
- Unplanned events (failures) happen
- Repurposing an asset intended for a scheduled outage to today's unplanned failure means rework is needed
- Budgets don't grow easily
- Ignoring the problems we expected didn't work either



- Established safety stock levels for key items
- Earmarked assets as **Safety Stock**
- Custom Reports
  - Detail report to identify potential Safety Stock assets
  - Executive leadership report shows state-of-the-union
- System notifies key people via email when any Safety Stock asset is used
- Safety Stock and inventory data helped develop a multi-year budget to map out a path to green

# Safety Stock

1. Inventory → Reorder Details tab – to set Safety Stock level

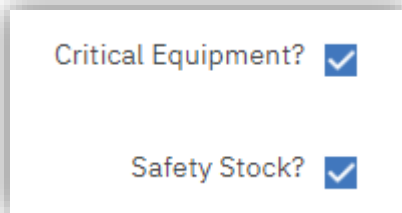


The screenshot shows the 'Reorder Details' form with the following fields and values:

Field	Value
+ Reorder Point:	0.0000
+ Max Stock Level:	0.0000
Reorder?	<input type="checkbox"/>
+ Lead Time (Days):	0
Safety Stock:	2.0000
+ Economic Order Quantity:	1.0000
Order Unit:	EA

A red arrow points from the text 'to set Safety Stock level' to the 'Safety Stock' field, which contains the value '2.0000'.

2. Asset → Asset tab – Earmark an individual asset as Safety Stock here (added field)



The screenshot shows the 'Asset' tab form with the following fields and values:

Field	Value
Critical Equipment?	<input checked="" type="checkbox"/>
Safety Stock?	<input checked="" type="checkbox"/>

# Safety Stock

SS Summary Report shows items, SS requirements, and current count of Safety Stock. This is good for management discussions.

CALPINE® Safety Stock Summary Report									
Technology	ProfileID	Item #	Item Description	Required SS	Available S	Shortag	Percentag		
501F-D2	SW			4	0	4	0.00%		
501F-D2	SW			2	2	0	100.00%		
501F-D2.DF42	SW			1	1	0	100.00%		
501F-D2.DF42	SW			1	1	0	100.00%		
501F-D3	SW			2	1	1	50.00%		
501F-D3	SW			2	0	2	0.00%		
501F-D3	SW_155804	717550	SEGARK, 500L 300 062105 01 86 IN SP POINT 34K, W501FD3, INTERSTAGE R4 --	2	0	2	0.00%		

SS Details Report gives detail on each asset, plus helps identify which assets \*could\* be marked as Safety Stock if we are short. Good for asset managers.

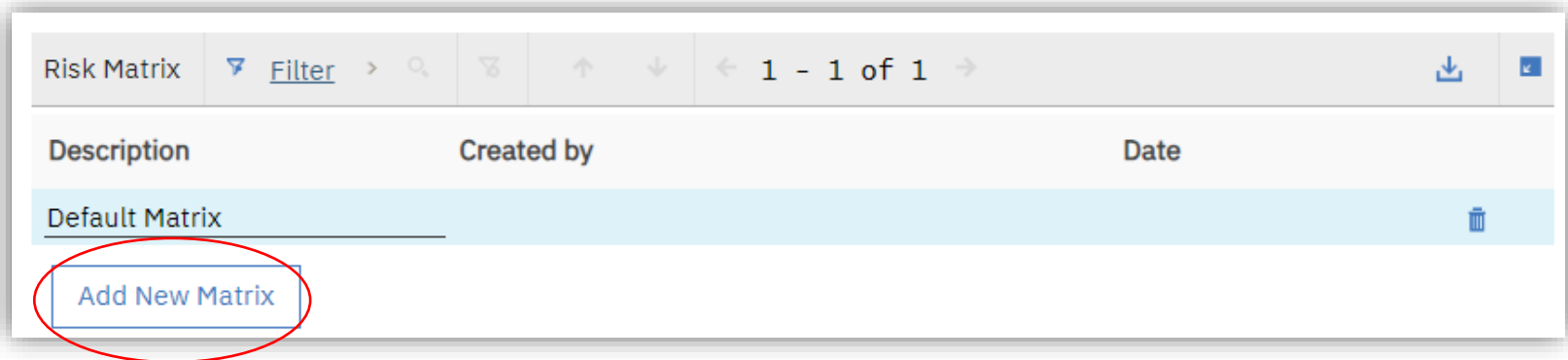
CALPINE®										Safety Stock Details Report									
Item # 740056					Description: SEGMENT, 1000000, 1000														



# Risk Matrix for Work Orders

# Risk Matrix

- New “Risk Matrix” tab on Work Orders and PM’s
- When a PM generates a WO, the Risk Matrix details copy over
- A Risk Matrix is required for all Work Orders at a plant
- If the assessed risk is too high, a Safety Plan and Safety Checklist is required
- Added the ability to create multiple Risk Matrices for a Work Order, since different crews have different risks as they work on different things.



# Risk Matrix

## Risk Guidance Matrix - Check all that apply

Risk Guidance Matrix Score: **3**  
(If Risk Guidance Matrix Score is 2 or greater, a Safe Work Plan is required)

	High Risk Any Yes Reply=Work Plan Req [2 Pts Each]	Medium Risk Two Yes Replies=Work Plan Req [1 Pt Each]	Low Risk Work Plan Not Req [0 Pts Each]
<b>Personnel Safety</b>	Work presents high risk to personnel safety or a potential for hidden results or negative consequences Yes? <input type="checkbox"/>	Work presents medium to low risk to personnel safety or a medium to low risk of hidden results or negative consequences Yes? <input type="checkbox"/>	Work presents low risk to personnel safety or low risk for hidden results or negative consequences Yes? <input checked="" type="checkbox"/>
<b>Environmental Risk</b>	Work presents high risk of an environmental spill, emission violation, release, or exceedance Yes? <input type="checkbox"/>	Work presents medium to low risk of an environmental spill, emission violation, release or exceedance Yes? <input checked="" type="checkbox"/>	Work presents low risk of an environmental spill, emission violation, release or exceedance Yes? <input type="checkbox"/>
<b>Equipment Damage</b>	Work presents high risk of equipment damage that would result in lost production Yes? <input type="checkbox"/>	Work presents medium to low risk of equipment damage that would result in lost production Yes? <input type="checkbox"/>	Work presents low risk of equipment damage that would result in lost production Yes? <input checked="" type="checkbox"/>
<b>Complexity/Frequency of the work being performed</b>	Complex task or performed infrequently (>6 mo) / Involves diagnostics / Complex Scope for more than one work group Yes? <input type="checkbox"/>	Simple task, performed frequently that involves further diagnostics Yes? <input type="checkbox"/>	Simple task, performed frequently / defined scope Yes? <input checked="" type="checkbox"/>
<b>Technical Control Points/Measurements or Settings</b>	Requires detailed instructions for disassembly and reassembly to hold critical dimensions or settings Yes? <input type="checkbox"/>	Industry / Universal maintenance experience allows for work to be safely executed Yes? <input checked="" type="checkbox"/>	Procedures and instructions are not required Yes? <input type="checkbox"/>
<b>Risk of Unit Trip or Run Back</b>	Work presents high risk of a single failure or error causing a unit trip or run back Yes? <input type="checkbox"/>	Work presents medium risk of a single failure or error causing a unit trip or run back Yes? <input checked="" type="checkbox"/>	Work presents low risk of a single failure or error causing a unit trip or run back Yes? <input type="checkbox"/>
<b>Reliance of Craft Skill</b>	High Reliance on the Skill of Craft Yes? <input type="checkbox"/>	Some reliance on the Skill of Craft, more repetitive type work Yes? <input type="checkbox"/>	Basic skill set required to complete the task Yes? <input checked="" type="checkbox"/>

# Intracompany (site-to-site) inventory transfers

# Intracompany Inventory Site-to-Site Transfers

Old way: Supply chain created the transfer record in Maximo.

New way: sites are autonomous. They create the record and start workflow. Then via workflow, they approve, provide ASN, adjust actual delivered quantity if necessary, specify a bin, and complete the transfer record.

Inventory Intracompany Transfer

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Inventory Usage

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story

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← List View Inventory Intracompany Transfer

+ Usage: 90475 INTRCM TRNSFR: ??-MAIN TO ??-MAIN Usage Type: TRANSFER

+ From Storeroom: BT-MAIN > BAYTOWN MAIN STOREROOM Site: BT

Sender: MR13660 > Matthew Reed Changed By: MR13660

+ Requester: >

Usage Lines Filter > 0 - 0 of 0

Line	Item	Description	From Bin	To Site	To Storeroom	To Bin
There are no rows to display.						

Select Inventory New Row

CALPINE



# Intracompany Inventory Site-to-Site Transfers

Usage Lines [Filter](#) > 1 - 2 of 2

Line	Item	Description	From Bin	To Site
1	327000	SENS, PRES, 1200 PSI, HIGH TEMP, DYTRAN	BT1-02-02-13-	TM
2	327000	VALVE, SOLENOID, REXROTH	BT1-02-05-03-	TM

Line Item

Usage Type: Transfer

Line Type: Item

Item: 327000

Remark: TRANSFER

Bin Details

From Bin: BT1-02-02-13-

Charge Information

GL Debit Account: 5000

GL Credit Account: 5000

Transaction Details

Entered: 10/2/2013

Actual: 10/2/2013

Line information for a transfer record

Report showing site-to-site transfers.

From Storeloc	Description	To Storeloc
TM-MAIN	MOUNT, DBL, NON-THRD ADAPTER, CUTSFORTH	HD-MAIN
SP-MAIN	SENSOR, PRES, 1200 PSI, HIGH TEMP, DYTRAN	HM-MAIN
BZ-MAIN	VALVE, SOLENOID, REXROTH	PA-MAIN
HM-MAIN	TACHOMETER, DIGITAL PROCESS	DE-MAIN
FV-MAIN	KIT, REBUILD, PUMP, DUEL HEAD	PA-MAIN
DK-MAIN	KIT, REBUILD, PUMP, SNGL HD, I SERIES GAS ANLZRS	PA-MAIN
DK-MAIN	PUMP, VACUUM, 24VDC, DUEL HEAD	PA-MAIN
DK-MAIN	LUBRICANT, SPCL PUR, 0.8 KG, HIGH TEMP FOZ, GREASE, CARTRIDGE	BT-MAIN
DK-MAIN	KIT, SOFT PARTS, VITON, 4 IN, BOLTED BONNET, PROVISIONAL	BT-MAIN

By empowering our sites to transfer inventory to another site, without Supply Chain's assistance, we:

- ensure the accounting is accurate for each transfer
- make the best use of our fleetwide inventory
- allow plants to beat supplier lead times
- decrease the workload on Supply Chain
- give plants another option to help decrease inventory levels where it makes sense

One unique consideration for this app is that we excluded some sites from using the app due to ownership differences/limitations.

# Creating a MOC or TAP record from a WO

### MOC (Management of Change)

When something at a plant changes the way we operate, the change is documented in an MOC record. That record is routed through workflow, so that it can be reviewed, worked on, and approved by Plant management, Engineering, etc.

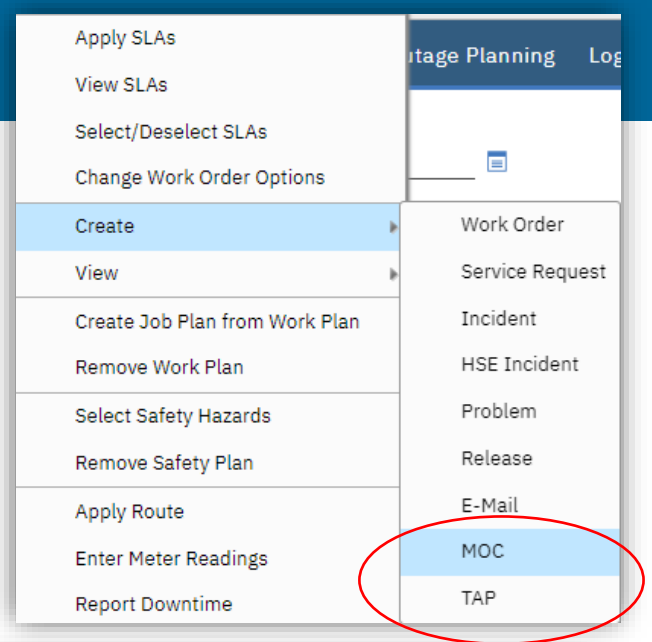
### TAP (Temporary Alteration Permit)

When something changes at a plant that requires a temporary alteration in procedures, that is recorded as a TAP record. It is reviewed, worked on, and approved. In addition, it stays open until the situation is permanently resolved, so it is not forgotten.

# MOC & TAP records

When looking at the work order that resulted in the change, the user goes to Select Action → Create → MOC or TAP

This creates a relationship between the work order and the MOC/TAP. In this way, we can see a more complete picture.



Work Order Tracking

Query: Find Work Order Select Action

Work Order: 2018210815 Site: GY Status: WAPPR

Children of Work Order 2018210815

Sequence	Record	Record Class	Summary	Location	Asset	Status
There are no rows to display.						

Select Assets Select Locations Select Work Orders New Row

Related Records

Work Order	Class	MOC Type	Site of Related Record	Description	Status	Scheduled Start	Target Start	Actual Finish	Work Type	Relationship
> 31530811	MOC	MOC	GY	Glass Mountain Work	WAPPR					FOLLOWUP



# Automating account deactivations

## Account Deactivations - Before Automation

Account deactivations have always been easy. All a Maximo administrator has to do is:

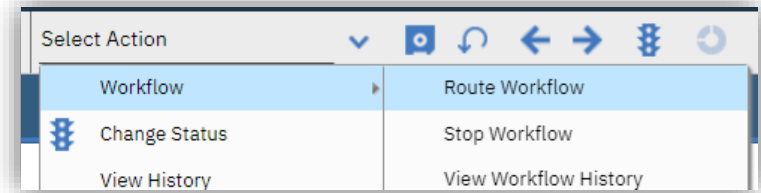
1. deactivate the person record, deactivate the account, remove security groups, remove the person from all person groups, remove any work assignments, deactivate the labor record, find out where this person had open workflow assignments, ask the person's former supervisor who should get them, ask the former supervisor 3 or 4 more times over the next three months, replace them on any Job Plans they're on with someone new (ask the supervisor – they'll know), remove them from any open work order labor, remove them as asset owner or owner of any service requests (ask the supervisor who to replace them with – they usually respond right away, since they're always at their desk), remove them from any safety incident records and replace them with the right person (ask the supervisor who that should be, because they can't think of anything better to do than answer your emails right away), remove them from any Problem tickets and replace them with (you guessed it – ask the supervisor), follow up with the supervisor 2-6 more times for each record type.

2. Give up waiting on answers and close the ticket.

## Account Deactivations - With Automation

After a long development cycle, account deactivations are ready to be handled with workflow.

1. The Maximo administrator routes workflow on the User record and notes the ticket number
2. Maximo admin closes the ticket
3. Workflow removes everything it needs to, sets status to INACTIVE where it needs to, and it creates a workflow assignment for the supervisor
4. The supervisor fills in 3 names about reassignments when they know who the right person is for each record type
5. The supervisor routes workflow to complete his/her part
6. Workflow reassigns everything per the supervisor's instructions and emails details of each reassignment



One challenge that was handling people who had multiple site access.

## Account Deactivations – What's Next

We will soon adapt our auto termination package to handle moves/job changes.

When a person moves from one site to another, reassignments can be done in an automated way.

Similarly, if someone gets a new promotion, their old assignments can be easily reassigned.



# Simplification of workflow reassignments and empowering users



# Workflow Reassignments – Old Way

1. Users contact Maximo team to request a workflow reassignment
2. Maximo team (painfully) searches for that record, then reassigns it.

The screenshot displays the Maximo Workflow Administration interface. The top navigation bar shows 'Workflow Administration' and the user 'Matthew Reed'. Below the navigation bar is a table of processes. The table has columns: Process, Activation #, Description, Owner Table, Owner Description, WF ID, Originator, and Start Time. The table lists various processes, including 'CPN - New MOC Process on workorder object' and 'Service Request 2.0 Workflow - MASTER Work Flow'. A dialog box titled 'Reassign' is open in the foreground, showing a message: 'You have chosen to reassign this task to someone else. Please choose a person and optionally enter a memo. To send a notification that this assignment has been reassigned, enter notifications.' The dialog box has a 'Reassign to:' section with a search bar for a person and a memo field. Below this is a 'Notifications' section with a search bar and a 'Send To' button. The dialog box also has a 'Communication Template' section with a search bar and a 'Subject' field. The dialog box has 'OK' and 'Cancel' buttons at the bottom.

Process	Activation #	Description	Owner Table	Owner Description	WF ID	Originator	Start Time
CPN_WOMOC	3	CPN - New MOC Process on workorder object	WORKORDER	Site HR, Work Order 28890652	64,022,368	ME13091	10/6/20 12:59 PM
CPN_WOMOC	3	CPN - New MOC Process on workorder object	WORKORDER	Site DE, Work Order 28910207	64,022,466		10/14/20 6:46 PM
SR2-0	2	Service Request 2.0 Workflow - MASTER Work Flow	SR	Class SR, Service Request 23416	64,022,088		10/19/20 2:33 PM
SR2-0	2	Service Request 2.0 Workflow - MASTER Work Flow	SR	Class SR, Service Request 23417	64,022,089		10/19/20 2:37 PM
SR2-0	2	Service Request 2.0 Workflow - MASTER Work Flow	SR	Class SR, Service Request 23418	64,022,090		10/19/20 2:48 PM
SR2-0	2	Service Request 2.0 Workflow - MASTER Work Flow	SR	Class SR, Service Request 23420	64,022,092		10/19/20 3:09 PM
SR2-0	2	Service Request 2.0 Workflow - MASTER Work Flow	SR	Class SR, Service Request 23309	64,021,965		10/1/20 10:47 AM
CPN_WOMOC	3	CPN - New MOC Process on workorder object	WORKORDER	Site LM, Work Order 28854726			
CPN_WOMOC	3	CPN - New MOC Process on workorder object	WORKORDER	Site CR, Work Order 28891529			
SR2-0	2	Service Request 2.0 Workflow - MASTER Work Flow	SR	Class SR, Service Request 23317			
SR2-0	2	Service Request 2.0 Workflow - MASTER Work Flow	SR	Class SR, Service Request 23463			
SR2-0	2	Service Request 2.0 Workflow - MASTER Work Flow	SR	Class SR, Service Request 23468			
IR_10	1	Item Request	SR	Class ITEMREQ, Service Request 23481			
SR2-0	2	Service Request 2.0 Workflow - MASTER Work Flow	SR	Class SR, Service Request 23569			
CPN_WOMOC	3	CPN - New MOC Process on workorder object	WORKORDER	Site FR, Work Order 28960435			
SR2-0	2	Service Request 2.0 Workflow - MASTER Work Flow	SR	Class SR, Service Request 23600			
IR_10	1	Item Request	SR	Class ITEMREQ, Service Request 23617			
CPN_WOMOC	3	CPN - New MOC Process on workorder object	WORKORDER	Site CE, Work Order 29199032			

Reassign

You have chosen to reassign this task to someone else. Please choose a person and optionally enter a memo. To send a notification that this assignment has been reassigned, enter notifications.

Reassign to:

+ Person:

Memo:

Notifications

Communication Template Send To Subject

There are no rows to display.

New Row

OK Cancel

# Workflow Reassignments – New Way

- Maximo Team created a new action that uses the same reassignment method as the original Workflow Administration app does
- Now, users with appropriate security may go to Select Action → Workflow → “Reassign Workflow Assignments” to do it themselves

The screenshot displays the Maximo user interface. On the left, the 'Select Action' dropdown menu is open, showing a list of actions. The 'Workflow' action is selected, and its sub-menu is visible, with 'Reassign WorkFlow Assignments' highlighted. In the foreground, a modal window titled 'View Active Assignments' is open. It contains a table of active workflow assignments with columns for Assigned Person Code, Priority, Time Limit, Start Date, Due Date, Application, and Owner Table. The table lists two assignments, both with a priority of 0:00 and a due date of 9/8/23 11:00 AM, under the application CP\_CPSHEET WORKORDER. The modal also includes a filter bar, pagination (1 - 2 of 2), and OK/Cancel buttons at the bottom.

Select Action

- Workflow
  - Route Workflow
  - Stop Workflow
  - View Workflow History
  - View Workflow Assignments
  - Reassign WorkFlow Assignments**
  - View Workflo
  - Workflow He
  - CAP Sheet
- Change Status
- View
- Edit History CAP Sheet
- Attachment Library/Folders
- Delete CAP Sheet
- Add to Bookmarks
- Run Reports
- CAP Sheet Set Up
- Create MTR

View Active Assignments

To delete an assignment, click the Delete Assignment button on the desired row. To reassign an assignment, click the Reassign Assignment on the desired row.

View Active Assignments Filter > 1 - 2 of 2

Assigned Person Code	Priority	Time Limit	Start Date	Due Date	Application	Owner Table
	0:00	9/8/23 11:00 AM	9/8/23 11:00 AM	9/8/23 11:00 AM	CP_CPSHEET WORKORDER	
	0:00	9/8/23 11:00 AM	9/8/23 11:00 AM	9/8/23 11:00 AM	CP_CPSHEET WORKORDER	

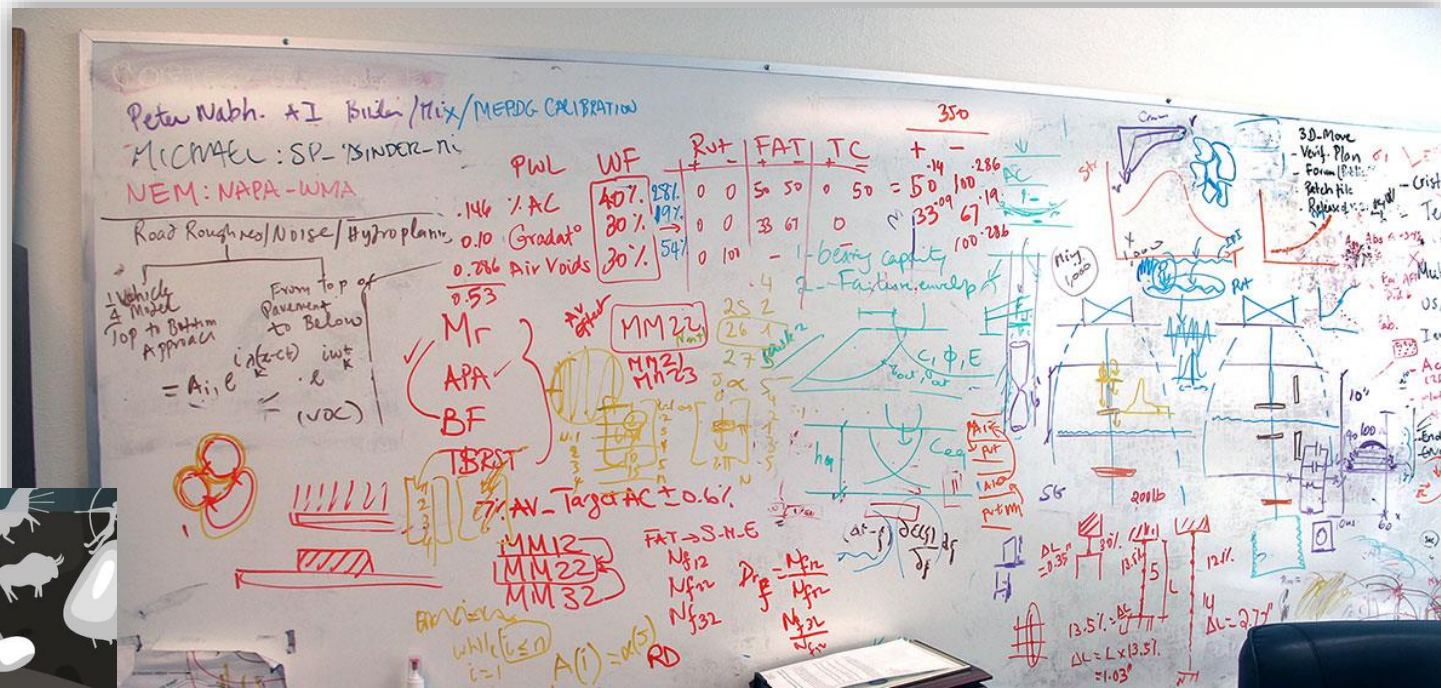
OK Cancel

# Capsheet overview, preferred items & refresh

# Capsheet Overview

- Help Outage Services team plan for future outages.
  - Manage over 100k internal turbine asset fleet wide
  - Apply Asset Reservations
  - Identify preferred parts for usage
  - Define ownership of outage process

Old Method:



Nowadays:

Turbine Section							Assembly (Assets Inbound to Unit)							
Dis-Assembly (Assets Outbound from Unit)														
Asset	Serial #	Description	EOH	ESS	Ship To	SELECT INSPECT?	Comment	Show Profile?	Item Number	Location	Status	Asset	Serial #	Description
1127225	W	REPAIR TURBINE ASSEMBLY OF 150 KW FS SET VW	56,021.12	593.00		»			717553	FS-APG-10-00-00	READY	1128554		BLADE,TURB, W
1127225	W	REPAIR TURBINE ASSEMBLY OF 150 KW FS SET VW	34,570.89	337.00		»								
1127225	W	REPAIR TURBINE ASSEMBLY OF 150 KW FS SET VW	56,021.12	593.00		»								
1127225	W	REPAIR TURBINE ASSEMBLY OF 150 KW FS SET VW	55,216.03	809.00		»								
1127225	W	REPAIR TURBINE ASSEMBLY OF 150 KW FS SET VW	34,570.89	337.00		»								
1127225	W	REPAIR TURBINE ASSEMBLY OF 150 KW FS SET VW	34,570.89	337.00		»								
1127225	W	REPAIR TURBINE ASSEMBLY OF 150 KW FS SET VW	59,850.52	1,220.00		»			737127	FS-APG	READY	1105520		VANE,TURB, W





# Capsheet Overview

- Nowadays:
  - Much more civilized.
  - Outage Inspections, galore!

CAP Sheet: 30186686      Outage Number: 30186686-23      Start Date: 10/6/2023 12:00 PM      Outage Engineer 1: [Name] >>

Site ID: TM      Outage Type: [Dropdown]      End Date: 11/2/2023 12:00 PM      Outage Engineer 2: [Name] >>

Status: PLANCOMP      Technology: [Dropdown]      \* MWO: [Dropdown]      Current Workflow: [Dropdown]

Status Date: 9/13/23 2:25 PM      GT Number: [Dropdown]      Current Workflow Assigned: [Dropdown]

Filter > 1 - 20 of 1299

Assembly/Disassembly	Parent Asset#	Child Asset#	Description	Asset Profile ID	Serial #1	Serial #2	Inspected?	Actual Serials	EOH	ESS	Repair
ASSEMBLY	113	113	REAR TUBE HEAD FULL BL. CO. 30186686	301_301_301	30186686		<input type="checkbox"/>				
DISASSEMBLY	113	113	BLADE TUBE HEAD FULL BL. CO. 30186686	301_301_301	30186686		<input type="checkbox"/>				
ASSEMBLY	109	109	WIND TURBINE HEAD FULL BL. CO. 30186686	301_301_301	30186686		<input type="checkbox"/>				
ASSEMBLY	109	109	WIND TURBINE HEAD FULL BL. CO. 30186686	301_301_301	30186686		<input type="checkbox"/>				
DISASSEMBLY	113	113	BLADE TUBE HEAD FULL BL. CO. 30186686	301_301_301	30186686		<input type="checkbox"/>				
DISASSEMBLY	109	109	WIND TURBINE HEAD FULL BL. CO. 30186686	301_301_301	30186686		<input type="checkbox"/>				
DISASSEMBLY	113	113	BLADE TUBE HEAD FULL BL. CO. 30186686	301_301_301	30186686		<input type="checkbox"/>				
ASSEMBLY	114	114	WIND TURBINE HEAD FULL BL. CO. 30186686	301_301_301	30186686	19N0347	<input type="checkbox"/>				
DISASSEMBLY	113	113	BLADE TUBE HEAD FULL BL. CO. 30186686	301_301_301	30186686		<input type="checkbox"/>				
ASSEMBLY	113	113	BLADE TUBE HEAD FULL BL. CO. 30186686	301_301_301	30186686		<input type="checkbox"/>				

# WO Work List

# WO Work List

- Users requested a way to edit multiple work orders from a list screen.
- The WO Work List has 50 columns, most of them editable.
- Director of Work Management calls it “life changing” for the users.

[illegible]



# WO Work List

You can edit one at a time on the WO

Or edit/search multiple WO's at a time from the WO Work List

Work Plan Checklist

Contractors <input checked="" type="checkbox"/>		Rental Equipment <input checked="" type="checkbox"/>		Permit Requirements	
Controls? <input type="checkbox"/>	Mechanical? <input type="checkbox"/>	Compressor? <input type="checkbox"/>	Man Lift? <input type="checkbox"/>	Confined Space? <input type="checkbox"/>	LOTO? <input type="checkbox"/>
Electrician? <input type="checkbox"/>	Scaffolding? <input type="checkbox"/>	Crane? <input type="checkbox"/>	Test Equipment? <input type="checkbox"/>	Critical Lift Plan? <input type="checkbox"/>	SWP? <input type="checkbox"/>
Fire System? <input type="checkbox"/>	Welding? <input type="checkbox"/>	Extend Reach Forklift? <input type="checkbox"/>	Vacuum Truck? <input type="checkbox"/>	EEWP? <input type="checkbox"/>	
I & C? <input type="checkbox"/>	Valve? <input type="checkbox"/>	Forklift? <input type="checkbox"/>	Welder? <input type="checkbox"/>	Grounding Plan? <input type="checkbox"/>	
Insulators? <input type="checkbox"/>	Other: <input type="text"/>	Generator? <input type="checkbox"/>	Other: <input type="text"/>	Hotwork? <input type="checkbox"/>	
Other: <input type="text"/>					



WO Work List

Select Action

Location		Controls?	Electrician?	Firesystem?	I & C?	Insulators?	Mechanical?	Scaffolding?	Welding?	Valve?	Other Contractor	Compressor?	Crane?	Lull?
ash St		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ash Sta		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ash St		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
place		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Questions



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... Creating Power for a Sustainable Future



# Thank You!

**Calpine Maximo Team in alphabetical order:**

Shrita Attuluru

Geoff Kresse

Sharad Kumar

Richard Palmer

Matthew Reed

